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DISPATCHING SYSTEM IN SOVIET INDUSTRY

[This report discusses the dispatching system in the construction industry, the nonferrous metallurgy industry, and the machine building industry. One example is also given of the functions of a dispatcher in a machine-tractor station.]

Numbers in parentheses refer to appended sources.]

Construction Industry

In the construction industry, the dispatching system is a system of centralized and operational supervision and control over a construction enterprise and all affiliated economic organizations. The dispatching service is staffed by highly specialized personnel who are thoroughly familiar with all phases of the construction industry. The system is based on the principle that the overall operational management of individual construction projects is concentrated in the hands of the dispatcher. He has the right and responsibility to supervise and direct all work operations at the construction sites. He is responsible for construction work and has broad powers over subordinate divisions work groups. His orders are binding and can be changed only by superior authority.

The chief functions of the dispatching service are:

1. Continuous operational control,
2. Control and supervision over manpower and labor productivity,
3. Supervision over the utilization of machinery,
4. Current and continuous control over the subcontractor,

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5. Supervision of auxiliary production and intraplant delivery,
6. Equipping divisional dispatching centers with necessary telephones, loud-speakers, and radios, and
7. Keeping a dispatcher's log.

The structure of the dispatching division in a construction enterprise differs from other divisions in that the dispatching division is a functional organization with special rights. In order to direct building activities, the dispatching system reaches every construction site. The directives of the chief dispatcher have the same force as those of the chief engineer or the director. Such directives cannot be reversed by any division chief without the approval of the chief dispatcher.

The dispatching apparatus in a construction trust is organized as follows: the chief of the dispatching apparatus is directly attached to the chief engineer and is at the same time the deputy to the chief engineer. Depending on the size of the trust and in case of multiple-shift enterprises, there are one or two deputy chief dispatchers performing the function of the chief dispatcher. The dispatcher's central office is outfitted with the most modern control and communications equipment.

The chief dispatcher is responsible for the entire direction of the dispatching apparatus in the trust and for the control and supervision of the weekly plans. He makes important decisions for the trust, affiliated auxiliary enterprises, and the subcontractor.

The deputy dispatcher has the job of overseeing the weekly assignment of worker's groups and transport facilities and the installation of machinery and equipment. He is responsible for preparing the dispatcher's record, which is given to the director daily at noon, and he also conducts the operational dispatcher's conference which takes place daily at 1600 hours, at which the analysis of the day's work is undertaken and work for the next day is determined.

In addition, he oversees the work of the subcontractors and the supplying of all construction sites with materials. By means of his communication system, he is in constant contact with all construction units. He informs the chief dispatcher of the course of the day's work in operational conferences. The instructions of the deputy are binding on all construction sites and auxiliary installations.

Divisional dispatchers are organizationally a part of their particular division and issue instructions which are binding on the operations of their divisions. They may also make minor decisions.

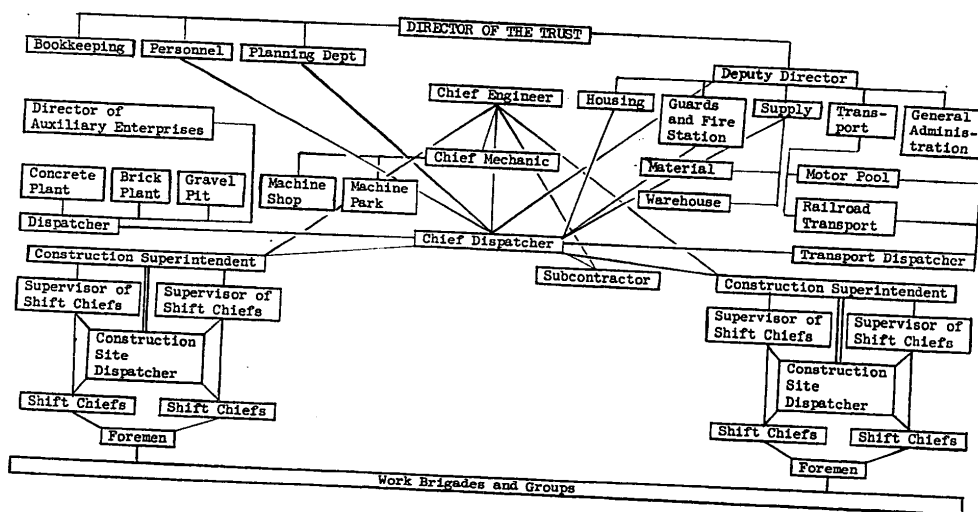
The complete use of this dispatching system can take place only in extensive construction trusts which have independent production shops. The chief dispatcher must engage exclusively in dispatching work whenever it is employed, so he must be relieved of any additional responsibilities. In some cases, shift chiefs take over the work of divisional dispatchers.

In trusts in which work is carried on in multiple shifts, the shifts are organized in such a manner that the deputy dispatchers of all shifts can be present at the daily dispatching conference at 1200 hours. In a trust working on two shifts, the dispatching service operates in three shifts: the first shift is from 0700 to 1700 hours, the second shift is from 1500 to 2100 hours, and the third shift is from 1530 to 2400 hours. This assures a continuous supervision of the entire production time.

The following diagram shows the place of the dispatching system in the organizational structure of a construction trust:

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The use of the dispatching system in the construction industry and at the construction site depends upon careful weekly and daily operational plans for the course of construction at the construction site and its sectors. Weekly and daily planning forms the working foundation for the dispatching service.

The dispatching service sees that production schedules are observed and communicates instructions whenever delays occur. Plan-fulfillment control is in the hands of the dispatcher. However, this fact does not prevent other divisions from reporting on the working conditions in their sectors at construction site production conferences, or from planning future operations together with the management of the trust.(1)

Dispatching in MTS

In 1947, a dispatching system was introduced into the Millerovskaya MTS in Kamenenskaya Oblast, RCPFR. The dispatcher of this MTS has the authority to make many independent decisions when the director and director's deputy are absent. He also analyzes production data received from tractor brigades and reports his conclusions to the director or director's deputy.

In 1953, the Council of Ministers and the Central Committee of the CPSU ordered the Ministry of Agriculture USSR, the councils of ministers of the republics, kray executive committees, and oblast executive committees to provide for the organization of dispatching systems in all MTS. The systems are to be equipped with radio and telephone communications.(2)

Dispatching in Nonferrous Metallurgical Plants

In nonferrous metallurgical plants, all operational work is managed by the plant dispatching office and its staff of shift dispatchers. The plant dispatching office is subordinate to the chief engineer. Sometimes a shift operator who carries out all technical work connected with filling out schedules and reports, processing shop summaries, and performing other services is placed under a shift dispatcher.

During a shift, the dispatching office constantly controls the process of meeting both the shift and the 24-hour planned schedule in individual shops by comparing the actual production progress with planned indexes, by taking measures to eliminate abnormal conditions occurring in individual shops, by eliminating breakdowns, and by coordinating shop operations. A large share of the shift dispatcher's work load consists of regulating intraplant transport work and loading and unloading operations.

The shift dispatcher prepares data for the information of the technical management of the plant and keeps an account of the work of all shops over a 24-hour period. The shift dispatcher does not interfere with the technical work of individual shops. The shift dispatcher communicates with shops and divisions of the plant by telephone and by a special commutator.

The dispatching point in a plant is equipped with various signaling devices (accident signals, information signals, etc.) and with a control and measuring apparatus. Shops indicate the cause of a shutdown over a conveniently placed switchboard. The shift dispatcher, in viewing signal lights under the inscriptions "shop" and "cause," is informed of a shutdown in a particular production section and takes immediate steps to eliminate it.

Signal lights burn until turned off by the signaling shop. A command signal tells the shop the dispatcher's instructions, thus eliminating loss of time in telephone conversations which involve frequent and simple instructions.

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In addition to the signaling apparatus, the plant dispatching point has a panel equipped with a commutator, transformer, and microphone. The commutator makes it possible for the dispatcher to establish immediate communications with several production sections and connect them with each other. The dispatching point is also connected with the intraplant and the outside telephone system.

A dispatcher's conference takes place every day in nonferrous metallurgical plants. The shift dispatcher, all shop chiefs, the chief engineer, and the director participate in these conferences. During the conference, all participants remain at their working places. The chief engineer usually reports on plan fulfillment for the last 24 hours and analyzes the work of individual shops. He is followed by the shop chiefs and then by the plant director who issues his instructions, which the shift dispatcher enters in a special log. The conferences usually last 30-40 minutes.

All instructions of the chief engineer which do not concern the plan and all alterations in the shift and 24-hour plan schedule for individual shops are communicated to the shift dispatcher who relays them to the chief of the planning and production division.

A dispatching system for the management and regulation of production has also been adopted in shops, particularly in large production sections such as key production shops, transport shops, and repair shops.

Shift chiefs or shift dispatchers of shops and servicing units are directly subordinate to the shift dispatcher of the plant.

The shift chief (shift dispatcher), who is subordinate to the shop chief or the shop chief's deputy for production, deals with the regulation of the production process. The dispatching service in a shop operates on the principle of one-man management. The shop shift dispatcher is connected to principal shop sections by a signaling apparatus. The shop dispatching point also has a switchboard with a control and measuring apparatus which guides the shift dispatcher in his direction of production in all sections of the shop and eliminates delays interfering with the normal flow of production.

If the services of auxiliary shops are needed to eliminate production snags, or in case of an accident in a shop, the shop shift dispatcher signals the plant shift dispatcher.(3)

Dispatching in Machine Building Plants

In the Moscow Motor Vehicle Plant (Imeni Stalin), the task of administering production of the plant as a whole is placed on the production and dispatching division, and of individual shops, on the production and dispatching offices.

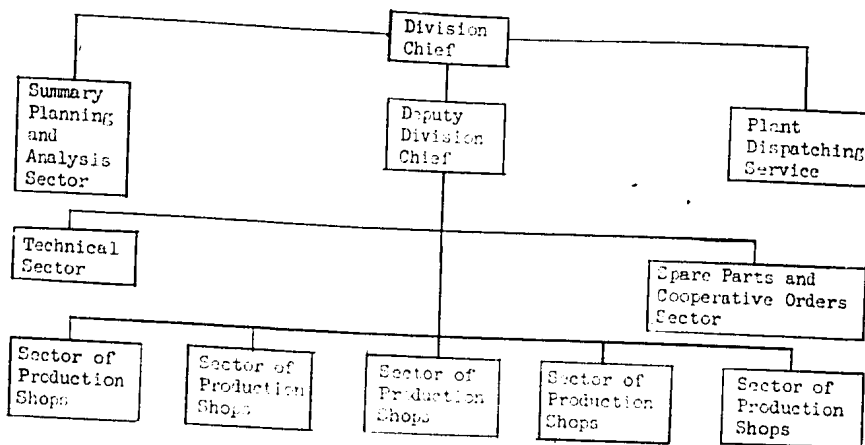
Operative calendar planning plays a large role in the production and dispatching division. This planning service brings a definite system into the production activity of shops, organizes the order of movement of current production, and forms the necessary basis for organizing the work of the dispatching service in managing the fulfillment of the 24-hour and hourly production schedules.

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The organization of the production and dispatching division of the plant is diagrammed as follows:



The operative calendar planning service consists of 70 percent of the staff of the division and includes the technical sector, the summary planning and analysis sector, the spare parts and cooperative orders sector, and several production sectors.

The technical sector and the summary planning and analysis sector perform essentially auxiliary functions in preparing technical, norm, and planning directive documents. They seldom work directly with shops. The spare parts and cooperative orders sector works with shops only within a narrow framework of its activities. The production sectors comprise the nucleus of the division and play a leading role in organizing the regular fulfillment of shop production and products list plans.

The technical sector serves as a connecting link between the production and dispatching division and the technical divisions (the designing division, the technological division, and the metallurgical division). The technical sector examines technical documents received by the division, clears up any problems which may arise during their examination, keeps a detailed card index, processes technical data according to shop indexes for classification of such data, and delivers the documents to corresponding production sectors of the division for operational use. In addition, technical documents are distributed among basic production shops according to detailed routing specifications and serve as a reference for planning products lists and for deciding operational problems.

In some cases, the technical sector independently, or together with the production sectors, examines the readiness of shops to produce new products.

The summary planning and analysis sector, together with the technical divisions of the plant, takes part in the drafting of the preliminary annual production plans of the plant. During this process, the technical divisions determine whether the plans can be fulfilled on the basis of the plant's existing equipment and work space, and draw up technical plans for eliminating bottlenecks. When approved by the director, the organizational and technical plan serves as a primary document which organizes the work of repairing and improving equipment, the production and assembly of new equipment, the introduction of new

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techniques and advanced technology, and the organization of work places. On the basis of the approved plant plans and detailed stock norms, the summary planning sector determines the schedules and order of work of the production sectors according to calculations of the detailed shop programs.

On the basis of plant plans, the spare parts and cooperative orders sector, draws up shop assignments (in physical and monetary terms) for producing spare parts and filling cooperative orders. Detailed assignments for producing finished products are delivered both to the production sectors of the division for inclusion in the shop products list plans, and to the sales division of the plant for organizing the acceptance of parts from shops and their allocated sale to consumers.

The production sectors work regularly with basic production shops. In the production and dispatching division system, basic production shops are joined into special groups according to their technological characteristics (pressing and forging shops, machine assembly shops, etc.) and attached to production sectors. Production sectors assist shop chiefs in shops under their jurisdiction in the complex management of long-range calendar planning and norm-calendar calculation of production. The sectors also carry out organizational management of the production and dispatching offices of shops, conduct operational accounting and control over plan fulfillments, coordinate the work of attached shops, and analyze shop production activity.

The dispatching service of the plant is one of the principal parts of the entire operative calendar planning of production. Consequently, the dispatching service, in the structural organization of the production and dispatching division of the plant, serves to continue and complete the operative calendar planning process in its final stage -- the operational regulation and management over the fulfillment of the 24-hour tasks and hourly schedules. The dispatching service of the plant comprises 30 percent of the workers of the division and is made up of senior and shift dispatchers operating at 24-hour schedule.(4)

In another [unidentified] machine building plant (producing 16,500 parts, units, and aggregates, 11,500 of which are the objects of intrashop planning and regulations), the production and planning division records the expected fulfillment of plans, by shops and by the plant as a whole, on the basis of operational data compiled by the dispatching division of the plant. On the basis of these data, the ministry plan data, and fixed norms on overfulfillment, the shops are given, on the 29th or 30th day of the month, a commodity output plan for the following month.

From the 2d to the 4th day of each planning month, the dispatching division presents to the production and planning division a final report concerning the work of each shop for the past month. This report is filled out by the shop, but the accuracy of the data contained therein is checked by the dispatching division against centralized accounting records. If necessary, the production and planning division alters the shop's plan for the current month if the accounting data on the shop's performance differ essentially from the expected results specified in the current shop plan.

Under the centralized method of accounting in the dispatching division, each product part delivered by a producer shop to a consumer shop is accounted for. The accounting is carried out by means of a detailed card index for all 11,500 itemized parts produced in the plant's shops.

The accounting of the movement of parts between shops and the entry of these data on the card index is carried out on the basis of daily reports received in the dispatching division at 0900 hours.

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On the basis of card index data, the dispatching division draws up a daily summary of the unfulfilled obligations of shops for the current monthly output. Once every 10 days, a summary of the fulfillment of shop plans is made. The chief dispatcher and the production chief determine by the daily summaries which shops are lagging in production and take steps to introduce corrective measures within a shop or ask for assistance from other shops. The 10-day summaries make it possible to expose promptly those shops which are decreasing their material stocks and are not able to fulfill the monthly plan.

In order to interpret the existing obligations of shops for the output program of the current month, an accounting group from the dispatching division enters, on the 4th or 5th day of each month, the number of deficient parts and units and lists them in a production report graph, grouping the data by consumer shops. These data are used by the chief engineers from the dispatching division, by shift dispatchers, and by the chief dispatcher in holding dispatching consultations, and by the production chief in holding meetings with shop chiefs.

The products list of the principal production units and the final delivery of products by the plant known as the "required [kharaninaya] products list" are entered on a special schedule, the fulfillment of which is controlled daily by the chief dispatcher, the production chief, the chief engineer, and the director of the plant. This schedule is plotted from daily dispatching summaries submitted by the shops at 0900 hours.

In order to fulfill the required products list schedule, the chief dispatcher of the plant holds a daily conference with shop chiefs from the dispatching desk. At the start of the conference, the shops give the results of their fulfillment of the products list schedule for the last 24 hours and then serve requirements on other shops and divisions who, in turn, specify the time necessary to meet the requirements.

All chief engineers of the dispatching division are present at the dispatcher's conference. Each of these engineers is attached to two or three basic production shops. The chief engineers record all the requirements and meet them within the prescribed time limits. They spend the following part of the working day in checking on the fulfillment of these requirements and resolving all production disagreements which arise between shops. At the end of the day, the chief engineers report to the chief dispatcher concerning the day's work.

During the dispatcher's conference, the shift dispatcher on duty also records all the requirements presented by the shops and, whenever possible, checks on their fulfillment. The main task of the shift dispatcher is to satisfy requirements which arise during the 24-hour shift. The shift dispatcher also decides how to utilize idle manpower and how to supply the shops with all the necessary power, etc. All requirements are recorded in a special log.

To prevent interruptions in production because of a lack of certain material, an inventory is taken by the dispatching division on the first day of each month of all materials and finished parts the reserve stock of which do not meet the needs of the current monthly plan. The dispatching division also controls the flow of these stocks according to daily reports of the supply department.

If certain materials will not be received promptly, the dispatching division immediately informs the director of the plant. In addition, the dispatching division regulates the distribution of materials of which the plant has a shortage. In regulating this distribution, the division takes into account the supply of materials to all centers of production.

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Taking into account the relative stability of the amount of equipment, tools, and manpower in series production, the dispatching division exercises control over these items only when demands for them arise at dispatching conferences. Whenever a product undergoes modernization, the dispatching division accounts for all necessary equipment, tools, etc., and controls the delivery of these items within limits fixed by the chief engineer of the plant.(5)

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